

Outlook

THE UNIVERSITY OF MARYLAND FACULTY AND STAFF WEEKLY NEWSPAPER

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Robert H. Smith
School of Business
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Mote Approves New Strategic Plan, Vision for University's Future

President Dan Mote approved the updated Strategic Plan May 3, following unanimous passage in the College Park Senate last month. The plan sets forth an ambitious agenda of initiatives and specific steps to build on the university's strengths and continue momentum toward academic distinction in the next five years.

"Building on Excellence: The Next Steps," sets forth an agenda that befits a university on the move. According to Provost Gregory Geoffroy, the plan reflects the heightened expectations, the sense of momentum and the awareness of new opportunities that drive an expanded vision of excellence.

"This new strategic plan does not prescribe exhaustive activities for any unit, department or program," says Geoffroy. "Its intention is to encourage a campus-wide climate of creativity, confidence, energy and productivity—the hallmark of first-rate programs and universities—and to widen the circle of its loyal supporters in the larger community."



Four years ago, the campus formally adopted a plan "Charting a Path to Excellence: The Strategic Plan for the University of Maryland at College Park." It, too, was ambitious, laying out a five-year course of action. During a time of limited resources, the 1996 document boldly reaffirmed the university's commitment to a vision of academic excellence, setting forth strategic initiatives and guidelines to achieve that vision.

While that document has served the university well, President Dan Mote felt it was time for an update to reflect the significant changes that have occurred in the university's environment. "The leadership, accomplishments, opportunities and resources that define the University of Maryland all have changed during the last few years," says Mote. In the area of leadership alone, Mote points to the appointment of a new provost in

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Industry Giants Review Tech Research

High-tech companies and government agencies will get the chance to see the latest research projects at the University of Maryland this Friday at Electrical Engineering, Computing and Systems Research Review Day. Students and faculty will present their view of the future.

The event at the University College Inn & Conference Center, showcases the work of four university units, including electrical and computer engineering, computer science, the Institute for Advanced Computer Studies and the Institute for Systems Research.

"This initiative started five years ago to provide a means for showcasing the strength and breadth of the research programs of the department of electrical and computer engineering and to promote interaction between the university and industry and government laboratories," says professor and department chair Nariman Farvardin. "In its fifth year, this activity has grown to include three other sister units in the



Electrical and computer engineering student Melissa Moy explains her research to a visitor during last year's Research Review Day.

university."

More than 100 companies are registered to attend, including Bell Atlantic, General Dynamics, Northrop Grumman, Phillips Research and United Technologies. There will be a substantial number of government representatives, such as the Army Research Lab, the Internal Revenue Service, the National Security Agency and the Office of Naval Research.

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OIT Blocks Love Letter Virus

The "love letter" virus—that disabled computers and shut down communications at several companies around the world did not affect the university system as negatively Thursday morning. After a quick response by the Office of Information Technology, damage to university computers was minimal and e-mail service was uninterrupted.

At 8 a.m. Brian Swartzfager, IT support coordinator, was preparing to do his daily check of the system for bugs. "I check it every morning," he said. "I was about to check it anyway." But before he got the chance, one of his colleagues got the mysterious message from a friend. It said, "ILOVEYOU" in the subject, asking the recipient to "kindly check the attached LOVELETTER coming from me." Swartzfager was immediately suspicious and began checking the Internet for alerts.

While he was checking Norton and McAfee Web sites, which offer the latest software designed to monitor and remove viruses, computers across campus were receiving the message. On the Symantec Web site, maker of Norton Antivirus software, Swartzfager found a warning against a "category 5," the highest designation possible for a computer virus.

Meanwhile, like many unsuspecting users around the world, Lt. Don Smith of Campus Police had executed the ".txt" file that initiated the virus. As soon as he double-clicked on the file, the program took over his mail system, sending itself to everyone in his address book. Smith, the department's spokesman, had numerous contacts in his mail system, including top school administration officials.

"I got it from an acquaintance," Smith said. "I'm usually pretty careful about opening these things." The strangest part was the message was addressed to Lt. Smith and his wife, which caught him off guard. He said now he'll always call to verify what an attachment is before opening it.

Swartzfager immediately began creating a Web page to inform users about the virus, and to warn them not to open it. His colleague, Kevin Hildebrand, was setting up filters on the e-mail servers. These filters captured any message with the love letter moniker, and put them in a holding pattern, blocking them from reaching their desired destination.

"Word got out quickly," Swartzfager said. An alert went out on the "glue" and "accmail" systems warning users that "the message may supposedly be from a friend or someone you know, but it was in fact the virus sending you a message using the Microsoft Outlook address book of an infected computer." Because they caught the problem early, OIT did not need to suspend e-mail service.

Swartzfager learned as much as possible about the virus from Web sites, and he studied some of its characteristics first hand. "I had a test machine that I put the virus on," he said. But many of the effects were hard to detect by simple observation. Besides duplicating itself through address books, the virus was also latching on to ".jpg" and ".mp3" files and wiping them out. Such files are very commonly used for sound and picture files.

—DAVID ABRAMS





"If the Y2K problem was caused by the short-sightedness of computer programmers, there will be no such excuse when the calendar approaches the year 5000. That's because David Book, a physicist at the University of Maryland is giving us ample warning about a potential mathematical discrepancy in the Gregorian Calendar...If nothing is done to correct this discrepancy, our calendar will be a day ahead of schedule in 2915 years." —*A journal writing on a Y5K problem, revealed by Book, a research associate in the department of astronomy. (Dr. Dobb's Journal, May 2000)*

"I feel I will live to see peace in the Middle East...The Arab people want peace. The Israeli people want peace." —*Jehan Sedat, associate in the Center for International Development and Conflict Management, speaking to the National Arts Centre's Unique Lives & Experiences lecture series in Canada. (Ottawa Citizen, April 11)*

"We're not...taking a kid and pulling (him) away from the ball field to put them in front of a monitor. We're moving in the other direction, where kids take the technology out in the world with them." —*Jim Hendler, professor of computer science, addressing the 2000 Workshop on Interactive Robotics and Entertainment at Carnegie Mellon University. (Pittsburgh Post Gazette, May 2)*

"People are throwing things at us left and right." —*Senior information technology major Jessica Palatka turned down Arthur Andersen as her first work place in favor of a small Maryland company. The rush is on for IT majors, with incentives that include high pay, bonuses, options and venture equity. (Business Week, May 8)*

"I enjoy bringing poetry to life, especially to people who only have one idea of what poetry is like...to help them figure out how to live lives as writers in a culture that doesn't prize writing." —*Poet and English professor Michael Collier on teaching creative writing. His comment came in a story on the release of his fourth book of poems, "The Ledge." (College Park Gazette, April 20)*

"The Christian was better prepared, but the atheist was so likeable that there was no clear winner." A comment from a minister attending a "Does God Exist" debate in a Beltsville church. —*Theodore Cabal, associate professor of Christian philosophy at the Southern Baptist Theological Seminary debated Corey Washington, assistant professor of philosophy at Maryland. (Baptist Life, April 6)*

"Women are shooting to the top of high-tech companies, dot.com startups and Internet favorites, with a speed that promises to permanently change the way we think about women, work and power." —*Robin Gerber, senior fellow in the James MacGregor Burns Academy of Leadership, writing a column entitled, "Tech Rage Pierces Glass Ceiling." (USA Today, April 24)*

"I don't know him, much as I appreciate his affection, so I became immediately suspicious." —*Dick Atlee, Academic Information Technology Services Consultant, upon receiving an e-mail from a male campus police officer telling him "I love you." Atlee was experiencing early symptoms of the computer virus that shut down a good portion of the world's e-mail on May 4. (Baltimore Sun, May 5)*

William Spann to Direct Office of Institutional Research and Planning

William Spann has been appointed assistant vice president for institutional research and planning. His appointment was effective May 1.

In his new role Spann will direct the Office of Institutional Studies and the Campus Assessment Working Group support unit, and will work closely with Provost Greg Geoffroy and other university administrators on a variety of planning issues.

Spann, who came to the University of Maryland in 1966 as an evaluator in the Undergraduate Admissions Office, brings a wealth of knowledge and experience to the position, says Geoffroy. "During his long career here, he has earned a reputation as an exceptionally capable administrator with a history of success in promoting efficiency and customer service," Geoffroy says.

His primary post has been as director of records and registrations, a position to which he was named in 1977. He has been highly praised for his ability to respond rapidly to accommodate

innovative new programs such as College Park Scholars and First Year Focus. He is also known as a manager who stresses customer service and the swift solution of problems.

An active participant in the planning process at the university, since 1990 he has successfully chaired the Advisory Committee on Course Enrollment Statistics and Strategies (ACCESS), which has addressed the problem of student access to undergraduate courses. Since 1993 he has led the Enrollment Management Working Group, and in 1995 he led a Continuous Quality Improvement Student Retention Project that developed a comprehensive institutional plan for improvement of retention and graduation rates.

In 1997 Spann assumed management of the Office of Institutional Studies, where he has been especially effective in developing a new data infrastructure and new approaches to the delivery of information and maintaining a high performance service unit, says Geoffroy.

Newly Upgraded Adaptive Technology Lab Opens in McKeldin Library

Although university computer WAM and OWL labs provide basic adaptive technology for persons with disabilities, some very specialized equipment is required to meet additional individual needs. Adaptive technology can aid people with mobility impairments, low-vision or blindness, hearing or speech impairments, or certain learning disabilities.

Recently, through the collaborative efforts of the Office of Information Technology, the President's Commission on Disability Issues, the University Libraries and Disability Support Services a centralized lab reserved for people with disabilities has been significantly upgraded and reopened in McKeldin Library.

A full time coordinator, Dan Newsome, is on board to manage the lab, which features an impressive and growing array of equipment and software applications, and its special resources collection.

On a recent tour of the lab Newsome demonstrated some of the new and exciting software programs. Using the Dragon Naturally Speaking program, the user speaks into a microphone and the computer translates the spoken words into text. Dragon creates a personal voice file for each individual user.

JAWS, a screen reader program, converts on-screen information such as text and colors into either Braille or speech. A Kurzweil 3000 Reading

Machine is a PC-based optical character recognition and reading system that helps people with visual, learning and reading difficulties access written materials and improve reading speed and comprehension.

In addition, there is a Macintosh with Write: OutLoud, a talking word processor with an auditory spell checker; Co:Writer word-prediction software; and Inspiration, which helps users clarify and organize thoughts and information. The lab also has a new Paragon Braille Embosser for translating scanned documents or text on the screen into braille; a close circuit television for magnifying text; the Webster's New World Dictionary in Braille; a Concise Heritage Dictionary on tape and adjustable tables and chairs for maximum accessibility for persons with motor and mobility impairments including those using wheelchairs.

"We are trying to anticipate and accommodate the unique needs of each user," says Newsome. "Our goal is to be the best adaptive technology lab in Maryland, a model for the rest of the world."

The lab is located in McKeldin room 1103, just to the left of the information desk. Access to the lab is currently by appointment only.

For a tour of the Adaptive Technology Lab contact Dan Newsome at 314.7989 or send him an e-mail at wn2@umail.umd.edu.

Al Gore Edges out Obi-Wan Kenobi for President

Hundreds of Maryland Day visitors—ages 2 to 89—stopped at the Academy of Leadership booth to cast their vote in a mock presidential election, and the results look good for Vice President Al Gore.

Overall, Gore received 50 percent of the vote, followed by Gov. George W. Bush with 32 percent, Alan Keyes with 4 percent and Pat Buchanan with 2 percent. Write-in candidates received a total of 12 percent of the vote. But supporters of the Republican Party need not despair. For voters

under age 10, Bush was a clear winner.

Several youngsters nominated other favorites including Clifford the Big Red Dog, Obi-Wan Kenobi, their moms or dads, and themselves. When asked what they would do if elected president, kids promised to address the problems of pollution, education and health care, while also eliminating homework and making "more week-ends."

Outlook

Outlook is the weekly faculty-staff newspaper serving the University of Maryland campus community. **Brodie Remington**, Vice President for University Relations; **Teresa Flannery**, Executive Director of University Communications and Director of Marketing; **George Cathcart**, Executive Editor; **Jennifer Hawes**, Editor; **Londa Scott Forté**, Assistant Editor; **David Abrams**, Graduate Assistant; **Erin Madison**, Editorial Intern. Letters to the editor, story suggestions and campus information are welcome. Please submit all material two weeks before the Tuesday of publication. Send material to Editor, Outlook, 2101 Turner Hall, College Park, MD 20742. Telephone (301) 405-4629; e-mail outlook@accmail.umd.edu; fax (301) 314-9344. Outlook can be found online at www.inform.umd.edu/outlook/

explore our world

MARYLAND DAY 2000

What a difference a day

makes. On April 29, more than 35,000 visitors came to campus to participate in Maryland Day 2000, and left having learned about and explored all a great research university has to offer. In the process every one had fun.

The cold, rainy week that preceded Maryland Day left many organizers crossing their fingers hoping the weather would take a turn for the better, and Mother Nature delivered. A balmy spring day found parents, children, prospective students, alumni and friends making their way from one end of the campus to the other experiencing a variety of fun and informative activities along the way.

The Computer and Space Sciences Building was home to planet UM, where information technology experts and meteorologists helped visitors solve statistical dilemmas, build weather instruments, experience virtual worlds and morph their own images—a big hit judging by the long lines that formed. Not far away, at the Plant Sciences Building, people were petting insects, learning about the organisms living inside their mouths and discovering how to control those pesky insects on their plants.

Organizers are grateful to all the faculty, staff and students who helped make Maryland Day a success, whether planning and presenting on activity or volunteering to point visitors in the right direction. Mark your calendar now for Maryland Day 2001, on April 28.

Those are only a hint of the hundreds of activities that emitted and informed the crowd. Featured on this page is a glimpse into Maryland Day 2000: the people, events and smiles that could be found throughout the day.

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Denny Gulick Awarded Phi Beta Kappa Key



President Dan Mote, right, and Provost Gregory Geoffroy surprised mathematics professor Denny Gulick last Friday when they presented him with a special certificate and key from Phi Beta Kappa. The award honors chapter officers who have given the Phi Beta Kappa Society a decade or more of leadership. Gulick, an officer of Gamma chapter, has now completed 10 years of service.

College Park Senate Seeking Parliamentarian

The College Park Senate is currently seeking a senior faculty or staff member with suitable experience who is interested in serving as parliamentarian. The parliamentarian advises the chair and other officers, committees and members on matters of parliamentary procedure. The parliamentarian, whose role during a meeting is purely an advisory, consultative and organizational one, receives a small stipend annually in recognition of this effort.

The Senate meets monthly during the academic year. In addition, the parliamentarian serves on the Senate Executive Committee, which meets an average of twice a month. The parliamentarian also serves on other committees as appropriate.

To apply or to nominate a colleague for this position, submit a brief letter of interest to Teresa Moore, College Park Senate Office, 1100 Marie Mount Hall, Campus ZIP 7541, or by e-mail to temoore@deans.umd.edu. For best consideration, submit the letters no later than Tuesday, May 30. You need not be a member of the Senate to apply.

Questions should be addressed to the Senate Office at 405-5805.

Ambitious New Strategic Plan to Guide University Forward

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1997, a new president in 1998 and a change in leadership in almost half of the 13 colleges and professional schools, as well as in several critical support units.

Additionally, the university is no longer hampered by a tight economy. The state has substantially increased its financial support of the university, and in 1999 the General Assembly reaffirmed its commitment to the university as Maryland's flagship institution.

Following a strategy of recruiting and retaining faculty members of the highest caliber and attracting an increasing number of talented students, the university has moved considerably closer to achieving its goal of academic excellence, says Geoffroy. The university's nationally known researchers and scholars have made significant contributions to the advancement of knowledge, spearheaded innovative projects, generated a phenomenal increase in external research funding, inspired a growing number of academically talented students to choose Maryland for their college education, and significantly increased the importance of the university as a key contributor to the economic development of the state.

"Given our extraordinary progress in accomplishing many of the goals set forth in the 1996 Plan, the university is now ready to build on its achievements and move to the next level of distinction in the ranks of preeminent public research universities in the United States," says Mote.

At the heart of this updated strategic plan is its identification of five initiatives that will drive much of the university's efforts, and the actions to support those initiatives.

The updated plan grew out of the deliberations of a wide range of faculty and staff, under the leadership of the Strategic Plan Update Committee, which helped craft the document. Input was sought from all members of the campus community in the process.

Now that the plan has Mote's stamp of approval, it is being circulated on the web at: www.inform.umd.edu/strategicplan/.

Five Initiatives of the Updated Strategic Plan "Building on Excellence: The Next Steps":

Continue to elevate the quality of undergraduate education in order to provide all students an enriched and challenging educational experience.

Build a strong, university-wide culture of excellence in graduate and professional education, research, scholarship and the creative and performing arts.

Ensure a university environment that is inclusive as well as diverse and that fosters a spirit of community among faculty, staff and students.

Engage the university more fully in outreach and collaborative partnerships with the greater community.

Ensure an administrative, operational and physical infrastructure that fully supports a first-class university.

Industry Giants Review Technology Research

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Farvardin, who will become dean of engineering in August, says the event benefits the university as well as visitors. "It has led to many new collaborative programs and helped to communicate to the local community the university's strength in high tech research," he says.

Research Review Day has showcased several innovations in past years such as the technology that enabled modems

to jump in speed from 14.4 to 28.8 kilobytes per second, now the standard in the computer industry. This year's inventions, which will be showcased at the Conference Center in the afternoon, include new Internet security software; satellite multi-casting, which involves space-based Internet connections; face recognition software; wireless IP networking and robots that can orient themselves through sound.

The morning portion, after introductions by Farvardin and vice president for research William Destler, features

speakers who represent current research studies within the four represented units. Professor Venkatramana Subrahmanian will present his research into building better database search mechanisms, using artificial intelligence to refine search requests for users. David Barbe, interim director of the Engineering Research Center, will talk about how the university can benefit start-ups companies who can receive state matching funds to test their ideas in the department's incubator. A fledgling company could receive \$50,000 in

state funds, for example, with a \$5,000 investment in the program to experiment with new ideas. Also presenting are professors Gary Rubloff and Victor Basili.

—DAVID ABRAMS

ROBERT H. SMITH SCHOOL OF BUSINESS

Smith School Poised for Key Role in Netcentric Revolution

Netcentricity is the power of digital networks to distribute information instantly and without boundaries. It enables immediate and reliable connectivity to a global wealth of people, information assets and services. In so doing, it tears down traditional barriers, such as those between seller and buyer, supply chain partners, corporate headquarters and branch offices and divisions within a company. In fact, many agree the netcentric revolution is the most rapidly diffused technological transformation ever.

Today, more and more organizations are investing in network systems to support and facilitate their internal operations, business partnerships and customer relationships. In the not-too-distant future, says Howard Frank, dean of the Robert H. Smith School of Business, "there will be an integrated business-to-business-to-consumer supply chain for nearly everything we do."

IN THE NOT-TOO-DISTANT FUTURE, "THERE WILL BE AN INTEGRATED BUSINESS-TO-BUSINESS-TO-CONSUMER SUPPLY CHAIN FOR NEARLY EVERYTHING WE DO,"
— DEAN HOWARD FRANK

To develop, test and share best business practices of this new networked world, the Smith School of Business has launched the Netcentric Economy initiative. "We're creating a unique R&D test bed to study the emerging netcentric world from a variety of perspectives," says Patricia Wallace, the Smith School's acting CIO

and executive director of the Center for Knowledge and Information Management.

Central to the Netcentric Economy initiative is the Netcentric Business Laboratory being created in Van Munching Hall, home of

the Smith School of Business. It will be a sophisticated facility for researchers and the corporate community that also will serve as a hands-on learning environment for students. This seamless networked environment will encompass supply chain management, financial trading, electronic commerce and applications and research of the behavioral aspects of netcentricity. Full operation

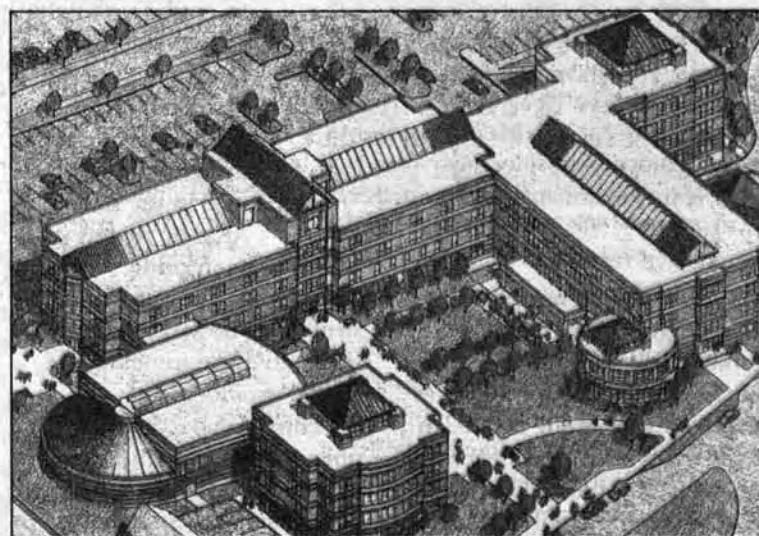
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Expanding for the Present and the Future

After the Robert H. Smith School of Business moved into Van Munching Hall in 1993, it didn't take very long for the school to outgrow its brand new home. To accommodate a growing number of students, faculty and classes, the school will add 103,300 square feet of space to the building.

The \$25 million-plus project will double the business school's physical space, creating a state-of-the-art technology infrastructure—including wireless network access—and a learning environment that will be among the nation's most advanced. It will provide convenient access to a netcentric laboratory and research centers, including the Center for Knowledge and Information Management and the Center for Global Business. Adjoining the existing building, the new structure will house classrooms as well as expanded space for the Van Munching Undergraduate Business Career Center and the Graduate Career Management Center. It also will house the Office of Undergraduate Studies and the Office of Corporate Programs and Services.

Currently several offices and classrooms are spread across campus or even off campus. Dean Howard Frank says students are spread out in as many as 17 buildings at a time. "We need a place our students can call home," he says. "They want



Pictured above right is the proposed addition to Van Munching Hall. The 103,300 square-foot addition is expected to be completed in 2002.

to know 'this is where I belong,' as opposed to having to run to classes and never really seeing the building." When the addition is completed, the business school's Dingman Center for Entrepreneurship will move from its off-campus location back to Van Munching Hall.

The new addition will even improve the quality of courses offered by the school. Teaching classes in older buildings around campus resulted in inconsistent levels of technical capability. Thanks to the expansion, students will have access to the latest in business technology. The existing Van Munching Hall has many technological features, including high-speed connections to the Internet, broadband connections,

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**ROBERT H. SMITH
SCHOOL OF BUSINESS**

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Aspiring Entrepreneurs Get Dynamic Experience at Smith School

Entrepreneurship has become an area of strategic focus at the Robert H. Smith School of Business. In addition to offering classes, the school recently established a separate faculty devoted to teaching entrepreneurial skills, chaired by Professor Rudy Lamone. Based in the Dingman Center for Entrepreneurship and located in the heart of a burgeoning Internet business community, the program continues to expand and improve.

The entrepreneurship program has already been widely recognized. *Success* magazine ranked it among the nation's top 25 programs, and ranked the MBA entrepreneurship curriculum third in the nation. Recently, the Dingman Center received the NASDAQ award for entrepreneurial excellence.

This semester the school launched its undergraduate Entrepreneurship Citation Program, which draws students from business, engineering, computer science and other



Smith MBAs collaborate as part of their participation in the Mid-Atlantic Southeast regionals for the Venture Capital Investment Competition. The Dingman Center hosted the event in February.

group of upper-class students who plan to start their own businesses. The dorm will be equipped with offices, conference facilities, computers, fast communication lines, teleconferencing capabilities and more. The Hinman Campus Entrepreneurship Opportunities Program is a joint venture with the Clark School of Engineering, headed by Dean Nariman Farvardin.

In addition to supporting programs in entrepreneurship for students, the Dingman Center, headed by Don Spero, assists emerging growth companies in the Mid-Atlantic region with mentoring, seminars,

business plan reviews and structured networking between entrepreneurs and capital providers.

"Entrepreneurship is on a phenomenal growth trajectory in today's economy and in our educational institutions," Spero says. Spero is an entrepreneur himself, most recently selling his company, Fusion Systems Corporation, for \$300 million. Robert Baum just sold his sixth business, an architectural woodwork manufacturing company he founded that generated annual sales topping \$9 million.

"Many of the people who are associated with the Robert H. Smith School of Business's entrepreneurship program have owned their own businesses," Baum says. "These are real entrepreneurs teaching classes."

This academic year the business school hired former MIT

faculty member and researcher Scott Shane and Wes Sine, who has just completed his doctoral studies at Cornell. Entrepreneurship faculty chair Lamone plans to hire at least one researcher per year for some time. "Scott and Wes are nationally recognized researchers in entrepreneurship," Baum says. Among the courses Shane will teach are "Technology, Innovation and Entrepreneurship," about how new technologies get commercialized in the form of startups; "New Venture Creation," an MBA class about how to start a company and a doctoral class called "Entrepreneurship and Organization Theory."

Shane says the Smith School was uniquely appealing to him. "This year, the Smith School set up entrepreneurship as a separate department. There are only a handful of schools right now with that kind of structure," he says. "When I came, that was a major factor. That structure will allow us to build the best and probably the biggest entrepreneurship department in any business school."

He also valued the location of the school. "Geographically, this is an extremely good place for entrepreneurship," he says, "particularly for people interested in technology entrepreneurship. It is the highest volume area for Internet activity right now." Shane says the area is second only to the Silicon Valley and the Route 128 area in Boston. The National Institutes of Health and medical centers in the region are strong magnets for biotechnology start-ups.

NSF-Supported Supply Chain Study Under Way

The National Science Foundation has awarded the Robert H. Smith School of Business a three-year, \$945,239 grant to study supply chain infrastructures (SCIs). SCIs include software systems used to support enterprise requirements planning (ERP) and supply chain management (SCM).

Titled "Scalable Supply Chain Infrastructures: Models and Analysis," the research is aimed at "improving efficient SCI implementation in large organizations," says Michael Ball, the Smith School's director of research and a professor of decision and information technologies (D&IT). "We have pulled together a diverse research group to apply a cross-disciplinary approach to this project, reflecting the cross-functional orientation of industry in the supply chain area."

Working with Ball on this project are D&IT associate professors V. Sambamurthy and Louisa Raschid, and Sandy Boyson, a director of the Smith School's Supply Chain Management Center.

Systems and models that support activities across organizational components and across supply chain partner organizations can yield substantial benefits. For example, ERP systems can enable the one-time entry of a purchase transaction to trigger automatic updates to accounting, manufacturing, inventory and distribution databases. SCM systems can provide a manager with a demand forecast along with information on current inventory levels and manufacturing plant status to support a decision on next month's production plan.

Implementing such systems, however, is very expensive, creating financial barriers to use across large global organizations. The Smith School researchers will determine how organizations can use these systems more effectively and efficiently.

"The end result will be fresh, new ideas that will enable organizations to benefit more from the use of supply chain infrastructures," says Ball.

For more information, contact Ball at mball@rhsmith.umd.edu or 301-405-2227.



Michael Ball



Sandy Boyson



Louisa Raschid



V. Sambamurthy

Perfect Placement for Ph.D.s

Though the Robert H. Smith School of Business can't guarantee each of its doctoral students will land a job at graduation, the chances are excellent. On average, 99 percent of the school's doctoral graduates are placed prior to graduation each year. For those students who graduated in spring and summer of 1999, the placement rate was 100 percent. The graduates are members of university faculties and working in the private sector. Here's where they are:

Bentley College
Cornell University
Lehigh University
McKinsey & Co.
NASD, Inc.
Rutgers University
Texas A&M University
University of Central Florida
University of Maryland
University of Texas at Austin
West Virginia University

THE SMITH SCHOOL RECENTLY ESTABLISHED A SEPARATE FACULTY DEVOTED TO TEACHING ENTREPRENEURIAL SKILLS, CHAIRED BY PROFESSOR RUDY LAMONE.

disciplines. Students in the citation program have the opportunity to explore the creation of their own business ventures while they continue studies in their major field. They learn the necessary business skills while also becoming highly knowledgeable in their major field, whether it is computer programming or chemical engineering. "Students with such a rich and diverse set of disciplinary backgrounds create a dynamic learning environment for these wannabe entrepreneurs," says Robert Baum, senior associate director of the Dingman Center.

Thanks to a \$2 million grant from Brian Hinman, a Clark School of Engineering alumnus, students soon will experience a living-learning environment. The university will convert Garrett Hall into a wired dorm, providing a campus residential setting for a select

Freshmen Get Down to Business

Fresh out of high school a select group of students is diving into the business world and getting its feet wet in a big way. The 80 undergraduates are living and learning business as participants in the College Park Scholars Program in Business, Society and the Economy sponsored by the Smith School of Business.

Working with major companies like AT&T, America Online, Hewlett-Packard and Hershey Foods, first-semester students are teaming up to assess the companies' strengths and weaknesses, make strategic recommendations and develop a company slogan. At the end of the semester representatives from the companies review the strategies and display board presentations, giving the students direct feedback.

"The students are very professional about their presentations," says Roxanne Lefkoff-Hagius, associate director of the Business, Society and the Economy program. "I almost don't recognize them because they are all dressed up." She applauds the companies that participate. "The students get to talk with real business people and they get great feedback," she says.

Martin Gannon, who directs Business, Society and the Economy, says it's a rigorous program designed for students interested in business, but who aren't necessarily business majors.

Students participate in special activities such as the executive guest speaker series, where business leaders introduce students to the various functional areas of business. In the business etiquette seminar, students learn appropriate manners and dress for different business situations. "Everything from handshaking to business cards is discussed," says Gannon.

At the program's outset, students participate in Challenge Discovery in the Virginia wilderness. The one-day, Outward Bound-like event features activities focused on group dynamics, team building and individual and group decision-making.

Before the school year begins, the students visit and work at sites such as a local food bank or a home for recovering addicts to learn about the relationships between a business and society. Managers



The winning team proudly displays the sweet slogan and presentation it developed for Hershey Foods.

from the organizations talk with the students when they are performing their assigned work.

In the final semester, each student has the choice of a business internship, a discovery project focused on research and analyzing one issue in depth, or a service-learning project, says Gannon.

Helping Maryland Thrive in the Digital Economy

The Smith School's Supply Chain Management Center (SCMC) and the university's Office of Information Technology (OIT) are helping to advance the state's e-commerce infrastructure. The project, "E-Maryland," seeks to establish Maryland as the premier state in the country for conducting business in the digital economy. Strategic components of the E-Maryland plan are a networked electronic infrastructure, advanced Internet-based business services and legislative policies aimed at creating "the fastest, most efficient e-business environment today."

Selected to participate based on their expertise in supply chain and related e-commerce activities, SCMC and OIT will test and develop new e-business services and associated business practices and processes.

"Since the supply chain center was established in 1998, one of our goals has been to work with the state to help it

move in the direction of high velocity electronic supply chains," says Sandy Boyson, a director of the center. "We want to expand the region's reputation as a logistics hub and enhance its ability to attract and retain businesses that depend on highly efficient supply chain procedures."

The pilot program of the E-Maryland initiative will be a procurement application for government agencies, public education facilities and high-tech incubator companies. "Providing this application on the Web will give them access to a wider range of suppliers and expedite what is now a labor-intensive, cumbersome process," says Thomas Corsi, also an SCMC director. "The result will be lower prices and better services."

The state Office of Procurement and Contracting has estimated that processing costs could be cut 30 percent or more using Internet-based procurement applications.

Smith MBA Program Goes to Washington

The Robert H. Smith School of Business is increasing access to its nationally ranked evening MBA program. Beginning fall 2000, the school will offer the program in downtown Washington, D.C., at the Ronald Reagan Building and International Trade Center.

The Smith School Evening MBA Program is designed to meet the needs of working professionals who want access to a top-ranked, part-time MBA program in the Washington, D.C., area. In its 2000 survey, the news magazine *U.S. News & World Report* ranked the Smith School's evening MBA program 22nd nationwide. The school has offered its evening program at Shady Grove in Montgomery County since 1990 and in Baltimore since 1999.

Like its nationally ranked full-time MBA program, the Smith School's evening MBA program integrates an education in core business disciplines—such as finance, management consulting, information systems and marketing—with cross-functional concentrations that reflect today's networked economy. Among the concentrations are financial engineering, electronic commerce and supply chain management. The full-time and affiliated faculty members who teach in the full-time program at College Park also teach in the evening program.



The Reagan Building is the new site of the Smith School Evening MBA Program.

The Washington program will offer classes Monday through Thursday evenings to accommodate the schedule of working professionals. Students can complete the 54-credit-hour program in 28 months, typically attending classes two evenings per week during the fall, January, spring and summer terms. On-site student services will include academic advising, advanced technology support and career management.

In addition to taking classes in Washington, students will have the option of taking some elective courses at the College Park, Shady Grove or downtown Baltimore locations.

For more information, call 301-405-2559 or e-mail mba_info@rhsmith.umd.edu. Information also is available on the Web at: www.rhsmith.umd.edu.

Center Adds Global Dimension to Business Education

To enhance the Smith School's curricular emphasis on knowledge management and information technology, its Center for Global Business attempts to integrate a global dimension into all of the school's activities and programs. At both the undergraduate and graduate level, students are participating in embassy supper seminars, cross cultural roundtables, the Fulbright-Smith seminar series, as well as study abroad and exchange programs.

And those are just a few of the activities that help distinguish the Smith School from its MBA competitors (Wharton, Duke, Columbia), says Martin Gannon, director of the Center for Global Business. Beyond such standards as study trips and student exchange programs, says Gannon, "we want to present many distinctive programs not easily offered by our competitors."

Among those unique programs is a new partnership between the Smith School and the Asian Technology Information Program. Many of the key players in this partnership are scientists who have become business people, says Gannon. They will present reports on cutting edge technological developments in Asia.

Earlier this year, students traveled to Israel and Argentina to study high technology entrepreneurship and emerging markets, respectively. In May, students will travel to Tuebingen, Germany. Using a cross-cultural approach, the group will compare social, political and economic conditions in Germany and the European Union to the United States.

Stateside, the center sponsors a series of seminars for MBA students. Limited to 15 students, the seminars provide an intensive but informal discussion of international and business issues with top-level executives, such as Northrop Grumman's vice president of international operations James Coleman.

The center's Cross Cultural Roundtable, led by assistant director Victor Betancourt, addresses the culture of doing business. One of the first seminars focused on the book "Kiss, Bow or Shake Hands," which gives guidance on how to do business overseas. "The students learned about gifts you should not give, or conversations you should not have," says Betancourt, who hopes to offer another of these informal seminars on business ethics.

But always there are opportunities to learn from their peers. "At least 30 percent of our MBA students are international students," says Betancourt. "Our American students learn from them as they're working alongside each other."



Smith MBAs, pictured above in Jerusalem, traveled to Israel in January for a hands-on international experience in high-technology entrepreneurship.

Expanding for the Present and the Future

continued from page 1

and sophisticated audio and visual equipment. Frank says the expansion will make these capabilities available for all courses. "We'll be able to upgrade the quality of the courses themselves, because now we'll be able to embed technology into every course," he says. "That's the mark of a competitive business school."

To recoup the cost of building the addition, the Smith School has initiated a fund drive to repay \$17 million in acquired loans. The remaining cost is covered by \$6 million each from the state and the university, in addition to another very generous donation of \$6 million from alumnus Leo Van Munching Jr. to support the technology infrastructure.

"Leo Van Munching is spectacular," says Frank. "He initially endowed Van Munching Hall with a \$5 million contribution, which made the current facility possible, and now he's contributing even more." Van Munching graduated in 1950 with a degree in marketing and business administration. He is the retired president of Van Munching & Co., the sole U.S. importer of Heineken Beer. In

1997, he gave \$2.5 million to support the business school's Undergraduate Business Career Center. His combined gifts of \$13.5 million make him the third largest donor to the university.

"My continuing support reflects the conviction I hold that the business school is on the right track, maximizing the benefits for the students and therefore the university," says Van Munching.

Construction is scheduled to begin this summer, and the Smith School plans completion for January 2002. Gov. Parris Glendening says the construction is an important step in expanding the flagship institution and benefiting the State of Maryland. "This state-of-the-art addition to the Smith School will help our flagship university meet the growing needs of its business students and prepare them to enter the knowledge-based economy of the 21st century," he says. "It will also strengthen the Smith School's role as the engine for much of our statewide and regional economic development, and will enhance the school's well-deserved reputation as a national leader in management education."

Conferences Open Doors for MBA Students

For MBA students, networking is serious business. Many Smith School students supplement their learning experience by attending regional and national business-related seminars and conferences.

"These seminars give students a framework they can use to put academic knowledge into a real world context," says Erika Dickstein, an MBA student concentrating in e-commerce and marketing, who has attended several conferences throughout the country. "They provide a tremendous networking opportunity and the chance to meet others and learn about their MBA experience."

Dickstein says conferences, like Cyberposium 2000 which took place at the Harvard Business School earlier this year, also give students insight into what's going on in the industry. Cyberposium is the top graduate-level academic conference dealing with information technology and the new economy.

For most of the dozen or so seminars and

conferences Dickstein has attended, she says the Smith School has covered all or part of the cost of attendance. "The school has been generous and wisely understands the importance of these functions," she says.

In March, Dickstein and several other female MBA students attended the Graduate Women in Business Conference in Los Angeles, a conference targeted to women in business. In a novel approach, the group received corporate sponsorship from MyMaison.com, which sells fine home furnishings, to finance their trip. In exchange, the students are helping the company with its market research, plus they carried tote bags and hung a banner advertising the company's Web site during the conference.

Dickstein says the conference was both inspirational and informative for the entire group who attended.

"These conferences have increased my knowledge and opened doors that weren't necessarily open before," she says.

Smith School Poised for Key Role in Netcentric Revolution

continued from page 1

of the laboratory is slated for fall 2000.

The Smith School is partnered with several major companies to develop and support the new laboratory. Sun Microsystems has donated servers, terminals and software to create a mini-version of the company's Menlo Park, Calif., supply chain management laboratory. Through its alliance with Sun, the Smith School's Supply Chain Management Center is modeling the extended enterprise relationships among suppliers, carriers, distributors and customers. In addition, Oracle Corp., Tibco Software Inc., and Manugistics have contributed software,

and SAIC has contributed research funding.

Projects already under way in the new laboratory include a multi-year study for the Defense Advanced Research Projects Agency (DARPA) to identify the impact of netcentricity on business and military organizational strategies, structures, systems and processes.

Other components of the netcentricity initiative include collaborative multidisciplinary research within the Smith School and with other areas across the university, including, computer sciences, engineering, public affairs, economics, psychology and library and information sciences. Among potential

areas of exploration are:

- digitized network relationships across businesses
- new forms of pricing, auctioning and transacting
- information and network security
- the management of virtual teams
- e-commerce marketing, branding and positioning
- e-supply chain management
- intellectual property protections and global trading issues related to open access to online consumers.

The Smith School also will develop a range of activities to share best netcentric business practices, including an annual Maryland Netcentric Forum at which researchers will discuss their

work with representatives from other universities, industry and government.

"We're trying to do something that's never been done before in a university setting," says Frank. "Our vision is to create an integrated research and teaching environment that links research in the technologies of the netcentric environment with business research and training in behavior, policy, strategy and finance."

For more information on the netcentricity initiative, contact Patricia Wallace at: pwallace@rhsmith.umd.edu or 301-405-8456.

did you know...

THE CURRENT NATIONAL AND INTERNATIONAL RANKINGS OF THE ROBERT H. SMITH SCHOOL OF BUSINESS INCLUDE THE FOLLOWING:

- #2 MBA PROGRAM WITH IT STRENGTH (*FINANCIAL TIMES*, 2000)
- #3 TECHNO-MBA PROGRAM (*COMPUTERWORLD*, 1999)
- #3 MBA ENTREPRENEURSHIP CURRICULUM (*SUCCESS*, 1998)
- #9 MBA INFORMATION SYSTEMS MANAGEMENT PROGRAM (*U.S. NEWS & WORLD REPORT*, 2000)
- #21 UNDERGRADUATE BUSINESS PROGRAM (*U.S. NEWS & WORLD REPORT*, 1999)
- #22 FULL-TIME MBA PROGRAM (*BUSINESS WEEK*, 1998)
- #22 PART-TIME MBA PROGRAM (*U.S. NEWS & WORLD REPORT*, 2000)
- #25 MBA ENTREPRENEURSHIP PROGRAM (*U.S. NEWS & WORLD REPORT*, 2000)



UNIVERSITY OF
MARYLAND

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Your Guide to University Events

May 9-18

May 9

3 p.m. Institute for Global Chinese Affairs Slide Presentation: "Visiting a Chinese Garden," William Tai, Institute for Global Chinese Affairs. 0105 St. Mary's Hall. 5-0213 or rm165@umail.umd.edu.

4 p.m. Physics Lecture: "Investigating the Difference Between Matter and Antimatter with Neutral Kaons," Edward Blucher, Enrico Fermi Institute. 1410 Physics Bldg.

6 p.m. OMSE Event: Multi-Ethnic Graduating Seniors Reception: Celebration of May, August and December Graduates. Colony Ballroom, Stamp Student Union. 5-5358.

8 p.m. Lecture: "Building a Vocal Community." 1102 Tawes Bldg. 5-1850.

8 p.m. Faculty Recital. Ulrich Recital Hall, Tawes Bldg.

May 10

9 a.m. - 5 p.m. College of Library and Information Services Seminar: "Harvesting Experience: Reaping the Benefits of Knowledge," an interactive workshop providing an introduction to Knowledge Management. Pre-registration required. 2111 Stamp Student Union. 5-2057, ra67@umail.umd.edu or www.clis.umd.edu/ce/.

4 p.m. Astronomy Lecture: Lars Hernquist, Harvard-Smithsonian Center for Astrophysics. 2400 Computer and Space Sciences Bldg.

5-7 p.m. Dance: "New Dances," an informal showing of new works. Dorothy Madden Theater.

7 p.m. Writers Here and Now Reading Series: Student Prize Reading, the winners of the Katherine Anne Porter Fiction Prize and the Academy of American Poets Prize will read from their work. Fourth Floor, McKeldin Library. 5-3820.

8 p.m. Maryland Symphony Orchestra free concert featuring the music of Debussy, Mozart and Elgar. Tawes Bldg. 5-7847.

May 11

9:30 a.m. "Numerical Approximation of Rate-Independent Hysteresis in Two-Phase Systems," 3206 Math Bldg. 5-5117 or www.math.umd.edu/dept/seminars/nas.

3:30 p.m. Meteorology Seminar: "Aerosol Effects on Climate," John Seinfeld, California Institute of Technology. 2400 Computer & Space Sciences Bldg.

7:30 p.m. Workshop: "Physics is Fun," The Physics IQ Test: The

assembled throngs vote on the results of counterintuitive physics experiments. Doors open at 7 p.m. for hands-on experiments. 1412 Physics Bldg. 5-5994 or www.physics.umd.edu/deptinfo/facilities/lecdem/phph.htm.

May 12

9:30 a.m. Workshop: "WebSpinner Tutorial." 4404 Computer & Space Sciences Bldg. ran@info.umd.edu or www.inform.umd.edu/WST/classes.htm.

10 a.m. Meteorology Seminar: "Location and Intensity of the ITCZ: Effects of Westward-Propagating Synoptic-Scale Disturbances," C. Zhang, University of Miami. 3425 Computer & Space Sciences Bldg.

Noon. Communication Department Lecture: "Civility and the Public Sphere," Ray McKerrrow, president of NCA and professor at Ohio University. 0200 Skinner Bldg. 5-6528 or la74@umail.umd.edu.

4-11 p.m. "Congress of Jugglers," several hundred jugglers from the tri-state area gather for this annual convention. Juggling vendors will be selling gear, and people will be hanging around juggling on Friday. Saturday will feature workshops and a public show, and Sunday will have an auction, raffles and juggling competitions in addition to free juggling. Health and Human Performance Bldg. Basketball Gym. lcurrano@glue.umd.edu or wam.umd.edu/~carolyn/juggling/congress.htm

7:30 p.m. Workshop: "Physics is Fun," The Physics IQ Test: The assembled throngs vote on the results of counterintuitive physics experiments. Doors open at 7 p.m. 1412 Physics Bldg. 5-5994 or www.physics.umd.edu/deptinfo/facilities/lecdem/phph.htm.

May 13

7:30 p.m. Workshop: "Physics is Fun," The Physics IQ Test: The assembled throngs vote on the results of counterintuitive physics experiments. Doors open at 7 p.m. 1412 Physics Bldg. 5-5994 or www.physics.umd.edu/deptinfo/facilities/lecdem/phph.htm.

7-9 p.m. "Congress of Jugglers," performances by several amateur and professional jugglers from the tri-state area. Come see some amazing feats of object manipulation. Colony Ballroom, Stamp Student Union. lcurrano@glue.umd.edu or www.wam.umd.edu/~carolyn/juggling/congress.htm

May 14

10 a.m. - 4 p.m. "Congress of Jugglers," Day three of the juggling convention. More free juggling, juggling vendors to satisfy your equipment needs, raffles for juggling equipment, an auction to get rid of old junk and get some new junk, and juggling competitions. Competitions include speed passing, club collecting, combat 5 and 7 ball endurance, 5 club endurance, and much more. lcurrano@glue.umd.edu or wam.umd.edu/~carolyn/juggling/congress.htm

May 16

8-10 p.m. Concert: "Maynard Ferguson and his Big Bop Nouveau Band," hear this world famous jazz legend live at the University of Maryland. It's the last day of classes, so take a study break and enjoy the best jazz concert of your life. Tawes Bldg. 4-0791, dmayres@wam.umd.edu or www.umd.edu/studentorg/kkpsi/maynard.html.*

May 17

5:30-8 p.m. Institute for Global Chinese Affairs Lecture: "Developments in China's Economy," Stephen Schlaikjer, Bureau of East Asian and Pacific Affairs, U.S. Department of State. 1140 Plant Sciences Bldg. 410-799-6331.

May 18

9 a.m. - 4 p.m. Workshop: "Effective Strategies for Managing Electronic Records," for archivists and records managers sponsored by the College of Library and Information Services. Topics include: terms & vocabulary, strategies for the analysis of records, ensuring authenticity, and technological solutions. 2111 Stamp Student Union. 5-2057 or www.clis.umd.edu/ce/.

Ysaye Barnwell Brings the Music of A Vocal Community to Tawes

The School of Music presents a workshop with Ysaye Barnwell, "Building a Vocal Community," in 1102 Tawes Building Tuesday May 9 at 8 p.m. Barnwell is a member of the Grammy Award-winning African-American female cappella ensemble, Sweet Honey In The Rock, a group with deep roots in the sacred music of the Black church, spirituals, hymns and gospels as well as jazz and blues.

The workshop is designed to facilitate the development of a community through the vehicle of music from the African American tradition. Musical forms include calls, chants, spirituals, ring shouts, hymns, gospels, songs of resistance from the Civil Rights and other freedom movements and contemporary songs.

The historical, social and political context will be provided as an introduction to songs in each of these music forms. Through participation in the songs and discussions of their context, the group will explore from an African American world view, the values imbedded in the music, the role of cultural and spiritual traditions and rituals, ways in which leadership emerges and can be shared by and among community members, the nature of cultural responses to and influences on political and social struggle, and the significance of a shared communal experience in one's personal life.

"Building a Vocal Community" is featured as part of a graduate seminar on ethnomusicology and performance studies, taught by Carolina Robertson of the School of Music.

For further information on the lecture or any other performances connected to the graduate seminar call Ken Schweitzer at 405-1850.



Ysaye Barnwell

Chorales Present Free Mother's Day Concert

The University Chorale and Chamber

Chorale under the direction of

Phillip Collister presents a

Mother's Day concert, "Now is the Month

of Maying," Sunday, May 14 at 4 p.m. in

the Ulrich Recital Hall. Works will

include Pinkham's

"Wedding Cantata,"

and the "Flower Songs" of

Benjamin Britten.

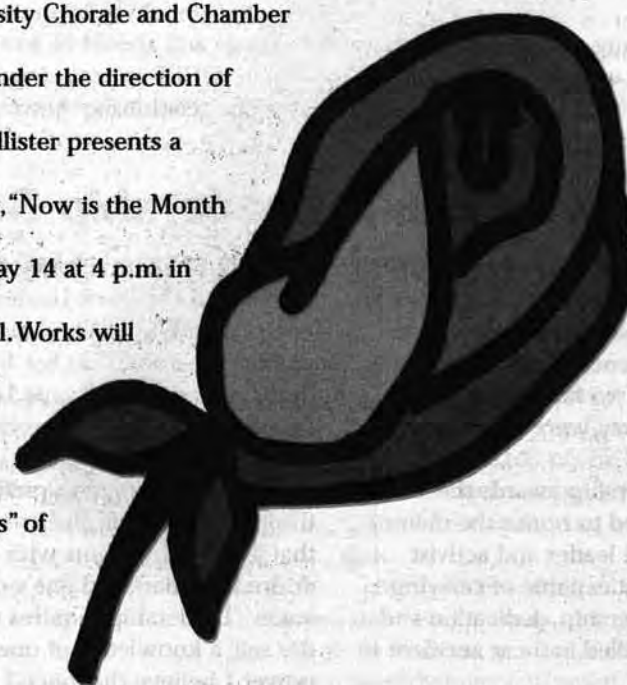
Admission is free. For

more information, call

405-5556 or e-mail

concerts@deans.

umd.edu.



Calendar Guide

Calendar phone numbers listed as 4-xxxx or 5-xxxx stand for the prefix 314- or 405-. Events are free and open to the public unless noted by an asterisk (*). Calendar information for Outlook is compiled from a combination of inform's master calendar and submissions to the Outlook office. To reach the calendar editor, call 405-7615 or e-mail to outlook@accmail.umd.edu.

Middle School Students Experience College Life A Little Early

Approximately 40 middle school students from New York City recently explored college life at the University of Maryland. The seventh and eighth graders, students at three partner schools: CS 6 in the Bronx; PS 146 in Central Harlem and DCS 35 in Bedford-Stuyvesant Brooklyn, are participants in the Middle School Initiatives (MSI) programs of the Sponsors for Educational Opportunity (SEO), a mentoring organization based in New York City. MSI is a college-bound program that targets sixth to eighth grade students.

The students' trip to Maryland, officially called the "Pre-College Experience at the University of Maryland," included a variety of activities. The first day focused on exposing students to college classes. Each student attended classes based on their personal interests, which ranged from theater to physics. The second day included a panel discussion, lunch in the South Campus Dining Hall and an activity called "Campus Quest"—a scavenger hunt around the university intended to familiarize students with campus services.

"The University of Maryland is a really good place for young people to see what college is all about. I was really proud of my alma mater and of how much effort was put into hosting our children. Diversity was emphasized at Maryland when I was an undergraduate student and it was good to see the same emphasis on equity and access was present in Maryland's dealings with an outside organization," says alumnus Jennifer Walper, program coordinator of mentoring and volunteerism at SEO who helped organize the trip.

The Office of Human Relations Programs (OHRP), Office of Multiethnic Student Education (OMSE), Admissions Office and Office of Campus Programs worked collaboratively with SEO to make the trip possible.

"The program was a huge success, in part because of our collaboration with various campus offices," says Jacqueline Simmons of SEO. "The students were able

to access so many different aspects of campus life such as the dining halls, the student union and numerous other campus buildings, all of which was facilitated by members of these offices."

In their evaluation forms, the students deemed the program a success. According to Walper, the students enjoyed the Campus Quest, the student panels and going to class. Every activity was listed at least once as a student favorite in the student evaluation forms. And the majority of the students recommended that other students should go on this trip next year.

"The trip had a tremendous impact on the students," says Walper. "For many of them, the possibility of going to college was very abstract and seemingly impossible. Being hosted so graciously sent the message to the kids that universities want them as students."

Student comments included:

*"It [the trip] has influenced me because I have become more interested in going away to college, where I can interact with people with different cultures."

Suliana Gallardo, eighth grade student from CS 6 in the Bronx.

*"The trip has influenced me to do well in school, to go to college and not put stuff off till the next day."

Sharine Gardner, seventh grade student from Frederick Douglass Academy in Harlem.

*"This trip has made me realize that there is a whole other world out there in college." Tiffany Britton, eighth grade student from CS 6 in the Bronx.

Faculty partici-

pants also found the program valuable. Classics professor Gregory Staley, who had the middle school students attend his Honors Seminar: Classical Myth in America, says "I believe strongly in equal opportunity and in persuading students with ability but not always opportunity that college can and should be in their future."

OHRP is exploring ways to formalize the relationship between OHRP and SEO.



Academy Awards Public Leadership Scholarship

Kesha Robertson, a junior majoring in government and politics, recently received the Meghan Price Scholarship for Public Leadership at an award ceremony at the James MacGregor Burns Academy of Leadership. Two finalists, Adam Leuking and Melissa Murray, were also recognized at the event.

The Academy of Leadership awards the \$1,000 scholarship created to honor the memory of student government leader and activist Meghan Price to a student capable of carrying out Price's legacy of leadership, dedication and involvement. Price was killed in a car accident in 1998.

Like Price, Robertson has demonstrated a commitment to public service-volunteering at a soup kitchen, raising money for the Caring Project and Upward Bound, even cleaning up highways. She has also served in leadership positions at

Delta Sigma Theta sorority, the Nymburu Cultural Center and the Black Leadership Council.

Listed in Who's Who Among College Students in America, Robertson has been inducted into the Omicron Delta Kappa Leadership fraternity and the Zeta Phi Beta sorority for outstanding academic achievement.

Having confronted significant obstacles throughout her life, Robertson says she learned that leadership begins with ambition and a desire to understand one's own personal experiences. "Leadership requires an understanding of the self, a knowledge of one's own potential and power. I believe that once I recognized my power, my true worth, I realized I was capable of changing lives forever."

Robertson says she hopes one day to work with juvenile offenders.

For example, the office may incorporate SEO's program into an OHRP program structure labeled "community outreach" in conjunction with other university units such as Admissions and OMSE. "This is in line with what our University Strategic Plan encourages units and departments to do: outreach to the broader community," says Gloria Bouis, associate director of OHRP.

According to Simmons and Walper, SEO plans to make the trip again next year. "We look forward to continued collaboration with the same university offices as well as student groups so we can further develop the program," says Simmons. Next year SEO would like to incorporate participation in more campus-wide student events, such as lectures or sporting events so their students "get an even more complete picture of college life," adds Simmons.

Students were recognized for their participation in the program during a closing ceremony in which Christine Clark, executive director of OHRP, spoke about the importance of higher education and the value of diversity in higher education. "The message we gave the students about going on to higher education is really important," says Clark. "We welcome them with open arms at Maryland, but most important is that the trip to our campus intrinsically motivates them to enter into a process of engagement with higher education somewhere."

For more information about SEO, contact Jacqueline Simmons (jsimmons@seo-ny.org) or Jennifer Walper (jwalper@seo-ny.org) at (212) 532-2454, or visit SEO's Web site at: www.seo-ny.org. On campus contact the Office of Human Relations Programs at 405-2838 or diversity@umail.umd.edu.

—JAMIE FEEHRY SIMMONS

Nominees for CUSS Delegate Seats Sought

The Council of University System Staff (CUSS), which consists of staff representatives from each of the University System of Maryland institutions, advises the chancellor and the Board of Regents on issues such as staff compensation plans, performance evaluations, benefit programs and almost all other non-faculty issues affecting staff.

College Park has four elected delegates to CUSS, and two seats are available for nomination and election each year. This year's seats are for the secretarial/clerical and exempt staff delegates.

CUSS members serve a two-year term, which begins in August. Time commitment consists of attending a system-wide meeting one day a month. These meetings rotate among system campuses. Each member is assigned to a CUSS committee whose work is determined by the issues arising during the year.

While CUSS committees may meet occasionally, electronic mail and FAX are often used in CUSS committee work. CUSS members are responsible for communication with the campus staff on important issues.

To nominate yourself or another staff member, send nominations with a brief personal statement of no more than 150 words, by May 26, to Personnel Services Director's Office, 3100 Chesapeake Building, Campus 3121. Personal statements can be typed, handwritten or sent on a disk.

For more information about CUSS and the elections, contact one of the following University of Maryland, College Park CUSS members:

Andrianna Stuart (tech./service/maint.) at 405-3320 or as58@umail.umd.edu

Carol Prier (secretarial/clerical) at 405-3869 or cprier@deans.umd.edu

Craig Newman (at-large) at 405-3320 or cn8@umail.umd.edu

Larry Lauer (exempt staff) at 405-9353 or alauer@deans.umd.edu

May's the Time to Weed Out Garden Malcontents

The Cooperative Extension's Home and Garden Information Center offers the following helpful gardening tips:

Managing Weeds in Your Landscape

Sooner or later unwanted plants will invade your shrub and flowerbeds making them unsightly and competing with desirable plants for nutrients and water. It really does not take long for weeds to sprout and grow; knowing what to do for prevention is far easier than trying to dig them out once they get a foothold.

There are two basic groups of plants that become "weeds": the annual types and perennial types. Annual weeds germinate new plants each year from

seeds, so preventing these plants from flowering and throwing seed will greatly reduce their number the following year. Soil is literally full of millions of seeds and every time the soil is tilled, new seeds are brought to the surface and germinate. Therefore, a two-to-three-inch layer of mulch is used to prevent seeds from germinating. Examples of annual weeds are: chickweed, dead nettle, henbit and crabgrass.

The perennial weeds return each year by a root system that survives the winter. These weeds are more difficult to manage because of their deep roots. They are strong enough to emerge through a thick layer of mulch. Persistent digging out and maintaining

a mulch cover prevents new seeds from getting started. Examples of perennial weeds are dandelion, plantain, dock, wild garlic and Bermuda grass (wiregrass).

There also are herbicides available to help you get a very difficult situation under control. Weeds that have already emerged can be sprayed with glyphosate (Round Up and Kleen Up). Be very careful not to touch desirable plants with this product as they may be damaged or killed. Another very effective and safe herbicide to use is a pre-emergent. It is applied to a weeded landscape bed and prevents seeds from germinating. This should be applied only after flower seeds have germinated. Apply a mulch over treated soil and you will have a weed-free garden. Pre-emergents, however, do not control perennial weeds that grow from an established root system.

Lawn Mowing Tip

The importance of regular mowing at the proper height has already been stressed in previous articles. But, what about the clippings? Is it really necessary to rake or bag them after each mowing? No. It is not necessary to col-

lect the clippings. It is best to leave the clippings on the lawn where they decay and return nutrients to the lawn. The clippings do not add to the development of thatch. Occasionally, after an extended period of growth, clippings will be very long. Mow over them several times or rake them off the lawn.

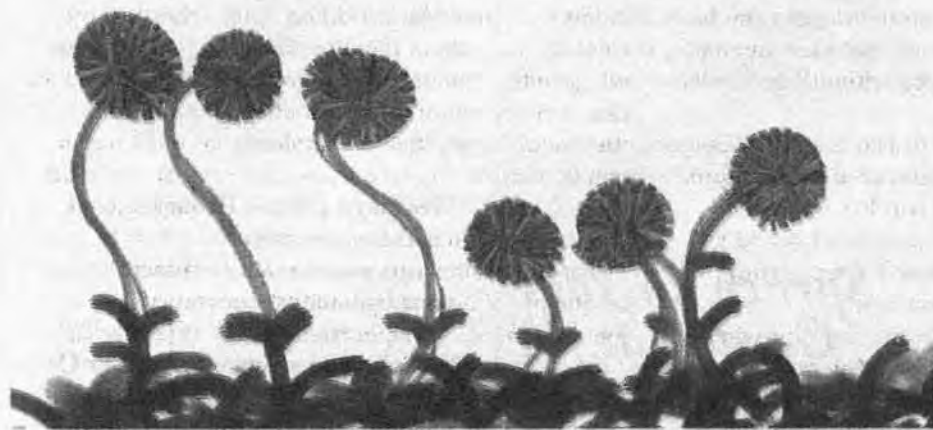
Poison Ivy Control

Be alert for poison ivy when you work in your garden. It is a very common woody vine that creeps into many suburban landscapes causing much discomfort to the unsuspecting gardener. Learn to recognize it and get rid of it using a labeled herbicide. For more information on poison ivy contact the Home and Garden Information Center for fact sheet #HG 34.

For printed information or answers to your questions on any gardening topic, contact the Home and Garden Information Center at 1-800-342-2507. The Web site is: www.agnr.umd.edu/users/hgic.

—RAY BOSMANS

REGIONAL EXTENSION SPECIALIST



C-PEN: The Beginning of a Paradigm Shift

McKeldin Library Takes Interest In Revolutionary New Product

For a limited time, McKeldin Library is making three C-Pen 200 digital highlighters available for checkout. This new technology will serve as the ultimate pedagogical tool in aiding faculty, staff and students. By using the C-Pen, users can electronically capture text they would otherwise have highlighted, outlined or photocopied.

The C-Pen is a pen-shaped and pocket-size handheld scanner that is slightly larger and barely heavier than the average yellow highlighter pen. It functions as a digital highlighter that can read and convert printed text into electronic text.

Specifically, the C-Pen 200 can store up to 100 pages of text across a number of files. By simply moving the C-Pen over printed text, as if highlighting, relevant information is scanned through an integrated digital camera. The scanned images are instantaneously transformed into computer-readable text through Optical Character Recognition (OCR). Converted text is displayed on the pen's LCD and can be stored in text files on the device. Furthermore, stored files on the C-Pen can be cordlessly beamed to a Windows 95/98/2000, or NT-based PC. The device is easy to use and saves a great deal of time.

The C-Pen is the ultimate pedagogical tool because it saves time and promotes efficiency. By using the C-Pen, the university faculty and staff will cut hours of time spent on doing both research and course preparation. The C-Pen speeds up research by capturing only the relevant text needed. This avoids the hassle of photocopying an entire page to only transfer a few lines of text to a computer by hand. The process of

preparing text outlines is greatly expedited by using the C-Pen to highlight relevant points. These points can then be transferred to a computer and shaped into a detailed outline or abstract in no time.

The C-Pen is a pen-shaped and pocket-size handheld scanner that is slightly larger and barely heavier than the average yellow highlighter pen. It functions as a digital highlighter that can read and convert printed text into electronic text.

The expanded C-Pen 600 model also offers many additional uses. It contains 200,000+ word dictionaries that can provide translations or definitions. The translation dictionaries significantly speed up the reading of foreign text, as words can be translated in less than a second.

Alternatively, it can aid those wanting instantaneous English or subject-specific definitions. Law and medical dictionaries are planned for release in the coming month.

The C-Pen 600 also communicates directly with the Palm Pilot.

To promote what could be considered a paradigm shift, the library is making three C-Pen 200s available for checkout to faculty, students and staff. This service is part of a market research study that will continue until July 1. These C-Pens can be checked out at the McKeldin Library 2nd floor Reserves Desk for up to two hours and will be available 24 hours per day, Sunday through Thursday. This provides a convenient location to test out the general capabilities of the C-Pen, including its built-in address book for storing

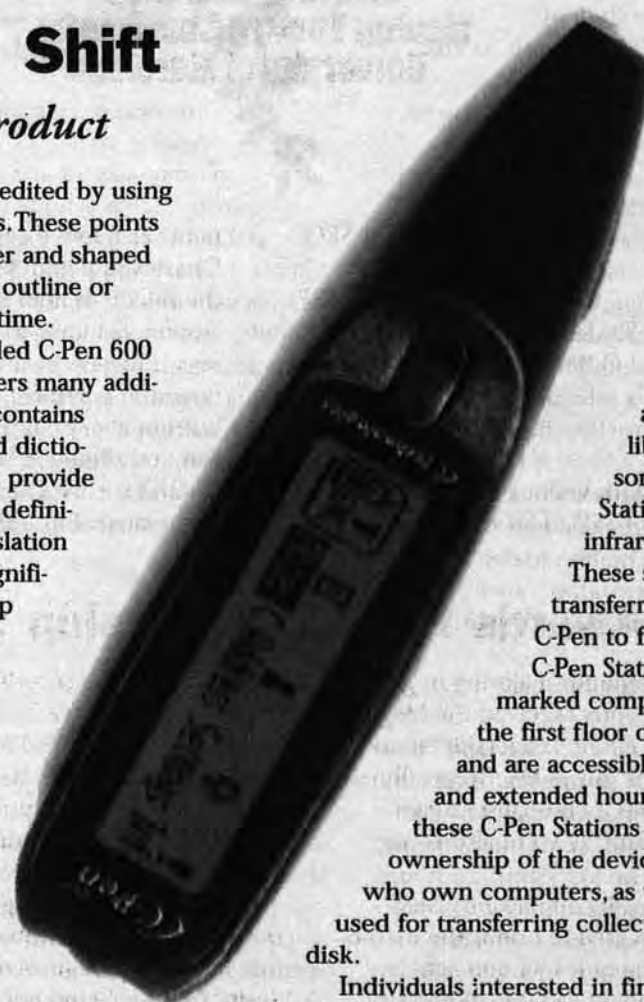
names, numbers and email addresses.

These C-Pens can be checked out for actual use, as the library is also sponsoring three C-Pen Stations equipped with infrared adapters (IrDA). These should be used for transferring files from the C-Pen to floppy disk.

C-Pen Stations are clearly marked computers located on the first floor of McKeldin Library and are accessible during regular and extended hours. In addition, these C-Pen Stations do not limit the ownership of the device to individuals who own computers, as the library can be used for transferring collected information to disk.

Individuals interested in finding out more about this revolutionary new product, or who would like their students to, should visit www.nostudytime.com/umcp. Aside from extensive product descriptions and uses, this website also has information about effective C-Pen tips and study techniques.

Those who want training and require additional information, can sign up for on-campus workshops on the website. The website offers an academic discount (free infrared adapter with purchase) to faculty, students and staff interested in buying their own C-Pen.



for your interest

events • lectures • seminars • awards • etc.

Oldies but Goodies Dancing

The Black Faculty and Staff will be sponsoring their third Spring Dance fundraiser June 3, in the Colony Ballroom. Tickets are \$15. The evening includes heavy hors d'oeuvres, cash bar and oldies but goodies music.

In preparation for the dance two hand dance classes will be given on Thursday May 24 and 31 from 5 to 7 p.m. in the Nyumburu Cultural Center. The cost for each class is \$5. Reservations are necessary. Call Mary Wesley at 405-9356 no later than May 17.

For more information about the dance contact Roberta Coates at 314-8481 or rcoates@accmail.umd.edu.

Take Mom to Brunch at the Golf Course

The Golf Course invites you to a bountiful Mother's Day Buffet Brunch Sunday May 14 from 9 a.m. to 3 p.m. The extensive menu includes custom created omelets, chef-carved roast beef, smoked salmon, sausage, waffles, asparagus quiche, Caesar Salad and a host of accompaniments. The brunch is capped with a selection of French and Italian pastries, champagne and Mimosas.

Cost for the brunch is \$17.95 for adults, \$5.95 for children under 12 and free for children under 4 (tax and gratuity extra). Advance reservations are required at 403-4182.

Torch Run for Special Olympics

The University of Maryland Police Department is supporting the 2000 Maryland Special Olympics by participating in the "Law Enforcement Torch Run." The Maryland Torch Run Relay involves more than 1,200 law enforcement officers from across the state who take part in a 600-mile, one-week relay to pass the Special Olympics "Flame of Hope" across our state.

University officers will run in the final torch leg ending on campus on Friday, June 2 for the lighting of the cauldron during the 2000 Special Olympics of Maryland Summer Games Opening Ceremonies. In addition, the police department will support the games with safety and security services.

You can support this very special

event and Maryland Special Olympics by purchasing a Torch Run 2000 t-shirt or hat. For additional information, contact Capt. George Ginovsky at 405-5739 or ggino@umpd.umd.edu.

Free Orchestra Concert

The University of Maryland Symphony Orchestra will perform its final concert of the season Wednesday, May 10 at 8 p.m. in

cology, a workshop on Web site activism discussing the construction of Sweet Honey's own Web site at www.sweethoney.com. The workshop takes place Wednesday, May 10, from 12:30 to 2 p.m. in room 4137 McKeldin Library.

For more information, contact Gisele-Audrey Mills at gisele@igc.org or Katie King at kk15@uemail.umd.edu.

Electronic Workplace Readiness Course

The Division of Administrative Affairs is offering classes designed to prepare campus staff for the electronic workplace. These three-and-one-half-hour classes are led by industry professionals and will focus on developing the basic Windows and Netscape browsing skills that are essential for the electronic workplace.

The cost is \$50, payable to the Office of Information Technology via

food (ice cream, hot dogs, burgers and refreshments), card games, chess and dominoes and music by deejay Tripp.

It's a free event that will give you a priceless experience.

For more information contact Whitcliff McKnight, Alicia Reges, Toby Jenkins or Clayton Walton at 314-0343.

Archive Maryland Day Materials

Still have that stack of brochures or other give-aways you were distributing on Maryland Day lying around the office? Please take a moment to send a sample of your materials to the University Archives in McKeldin Library to add to the items being collected to document the success of Maryland Day 2000. Questions about this documentation effort may be directed to University Archivist Anne Turkos at 405-9060 or at17@uemail.umd.edu.

Webpage Editor Review

Faculty and staff are invited to compare and evaluate three leading Webpage editors Tuesday, May 9 at 2 p.m. in room 4404 Computer and Space Sciences Building. Office of Information Technology web developers will demonstrate and compare Macromedia's Dreamweaver, Microsoft's Front Page, and Allaire's HomeSite software for creating or editing Web pages. (www.umd.edu/WebClinics)

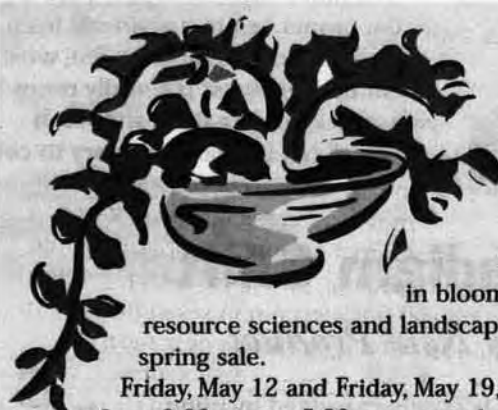
This faculty/staff Web clinic is free; no registration is required. However, seating is on a first come, first served basis. For more information, visit OIT's Web clinic page at www.umd.edu/WebClinics.

An All-Dance Weekend

The American College Dance Festival Association presents its ninth National College Dance Festival, May 19, 20 and 21 in Tawes Theatre. The festival showcases some of the finest work being created and performed on colleges and universities around the country.

Thirty-four schools will perform over three evening concerts. Styles ranging from modern to jazz, from classical and contemporary ballet to tap, from contemporary tango to traditional Chinese and in between will be featured.

Tickets are \$5 for all University of Maryland students, staff and faculty. Call the box office at 405-7847 to order your tickets.



Spruce up Your Garden at the Spring Sale

Spring has sprung, the flowers are in bloom, and the department of natural resource sciences and landscape architecture is sponsoring a spring sale.

Friday, May 12 and Friday, May 19, from 9:30 a.m. to 5:30 p.m., stop by the greenhouses in the Harrison Lab on Route 1. There you'll find 36 chrysanthemums varieties for Mother's Day, and bedding plants including ageratum, alyssum, Australian outback plants, begonia, impatiens, gazania, geraniums, gerbera, marigold, petunia, portulaca, snapdragon, strawflowers, sunscape daisy, vinca and verbena for purchase.

For more information call Catherine at 405-4376.



Tawes Theatre. Takao Kanayama, assistant conductor of the National Symphony Orchestra, will serve as guest conductor for the program, featuring "Afternoon of a Faun" by Debussy, "Enigma Variations" by Elgar, and the Mozart Symphony no. 38 "Prague". Admission is free and open to all.

For more information call 405-7847.

Website Activism Workshop

Yseye Barnwell, of the Grammy Award-winning African American female a cappella ensemble Sweet Honey in the Rock is conducting with Gisele-Audrey Mills, ethnomusi-

an ISR, which can be brought to the class. The classes will be in the new Patapsco Training Facility and are being offered on Wednesday, May 10 from 8:30 a.m. to noon, and from 1-4:30 p.m.

To enroll contact Laura Davison, at 405-4603 or via e-mail at ldavison@accmail.umd.edu. For more information, see the project Web site at www.bpr.umd.edu

Juke Joint Fun

The Nyumburu Cultural Center presents "The Final Juke Joint with KRS One" Friday, May 12 from 6 to 10 p.m. In the Nyumburu Amphitheater. Included will be free